

## **TRAINING REPORT:**

### **Total Quality Management First Workshop of the Second Series,**

Strbske Pleso, High Tatras, Slovakia  
September-October, 1997

Prepared for

U.S. Agency for International Development  
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**ABSTRACT**

The Local Self-Government Assistance Center (LSGAC), Bratislava, Slovakia is developing and implementing, under the USAID financed project - Total Quality Maintenance, a training program in order to provide assistance to local governments in their efforts to bring greater managerial effectiveness and efficiency to the operation and maintenance of specific public services.

Eva Kardos, Project Manager, LSGAC has been appointed to manage the whole TQMn training program implementation in Slovakia in cooperation with the contractual project party, the Association for Management Training and Development in the Slovak Republic.

The 1<sup>st</sup> “testing” round of the TQMn project was held between February 7 - 15, 1997 in Senec, Slovakia. Based on the experiences gained during the first series of TQMn workshop the implementation of the second series of this training program started in September, 1997. The detailed planning of the 1<sup>st</sup> workshop of the 2<sup>nd</sup> series of TQMn training program was conducted in August 29, 1997.

The present report gives information on the 1<sup>st</sup> workshop of the second series of the TQMn training program preparation and process, formulates conclusions, compares them with the results of the 1<sup>st</sup> series and states recommendations for the future TQMn training program implementation in Slovakia.

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## EXECUTIVE SUMMARY

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The Local Self-Government Assistance Center (LSGAC) Bratislava, Slovakia is developing and implementing a training program, through a USAID financed project, focused on the Slovak local governments capacity building.

The Total Quality Maintenance (TQMn) Training Program is focused on the public works operation and maintenance functions improvement for those public works that are supervised by the local governments.

The training manuals have been written by Dr. Fred Fisher and David Tees and have been published by UNCHS (Habitat). After the 1<sup>st</sup> series of TQMn workshops conducted in Slovakia one additional manual: Case Study of Trnava was written by Jozef Rebetak, trainer from the Association for Management Training and Development in the Slovak Republic (AMTD SR). The Case Study was published by LSGAC and used as a pre-training learning material for participants.

The first planning meeting of the 2<sup>nd</sup> series of TQMn training program implementation in Slovakia was held in August 29, 1997 at the LSGAC office in Bratislava. The six trainers from the AMTD SR and the project manager agreed on the basic content and process of the 1<sup>st</sup> workshop of the 2<sup>nd</sup> TQMn series, which was focused on green field cleaning and maintenance. The topic for the 2<sup>nd</sup> TQMn series was chosen by the Project Manager based on her research regarding the most problematic O&M area, conducted between local self-government representatives and members of the Association of Public Services companies in Slovakia.

The 1<sup>st</sup> workshop of the 2<sup>nd</sup> series of TQMn training program was held between September 27 - October 4, 1997 in High Tatras, Slovakia. The participant teams were composed from local government representatives: elected officials, civil servants and the private or state owned public work provider companies representatives.

The program had three parts:

- **TQMn workshop preparation (September 27 - 28, 1997):** concerning the detailed preparation of the workshop agenda, the workshop programs for participants and trainers, the logistical issues and the handouts.
- **TQMn workshop process (September 28 - October 4, 1997):** concerning the six phases of the Total Quality Maintenance training process.
- **TQMn workshop evaluation (October 4, 1997):** concerning the workshop evaluation by the participants, trainers and the project manager, comparison with the evaluation results of the 1<sup>st</sup> TQMn workshop in the 1<sup>st</sup> series.

## **Training Report: Total Quality Management First Workshop of the Second Series, Slovakia, focused on green field cleaning and maintenance**

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### **I. INTRODUCTION**

The TQMn training program aims to improve the quality of the public works that are under the local governments responsibility, focusing on the operation and maintenance functions. Based on the improved cooperative management system between the city management and the management of the public service company, the public services in the cities will become more effective and efficient and the provider will become more prepared for a competitive market.

The TQMn workshop requires the participation of teams from selected cities, including the following five positions: Mayor or City Manager of the city, Head of Financial Department of the City Hall, Head of Public Works Department of the City Hall, Director of the Public Services company, Responsible person for green field cleaning and maintenance from the PS company. The training program offers an opportunity for the elected officials, executive staff of the City Halls and private or state owned companies representatives to share experience and to develop joint programs in order to serve better their communities.

The participants, working in teams, get new information, knowledge and skills on how to manage a competitive public service, how to operate and maintain it and how to monitor its results. The workshop offers new approaches on problem identification and problem solving, strategic planning, action planning and monitoring system development. The teams work for preparing concrete action plans, to be implemented in the city, in order to solve specific operation and maintenance problems.

The TQMn workshop design includes:

- a Pre-Workshop Assignment to be filled in by participants before the 1<sup>st</sup> TQMn workshop, containing detailed data on the specific public work they will focus on and on specific problems they are facing (this manual was corrected based on the feedback from the participants of the 1<sup>st</sup> series of TQMn workshops),
- an interactive learning process with emphasis on problem identification and problem solving process,
- a Participant Workbook, that is used during the workshop and back home, in their daily activity, to remember the concepts and commitment for change,
- A Case Study of Trnava, elaborated based on the experiences gained during the testing phase in Slovakia, describing the whole team problem solving process in the team of Trnava, from the 1<sup>st</sup> TQMn residential workshop till the last day of City Intervention in Trnava.
- a Workshop Agenda and Trainers notes helping the trainers to organize the knowledge and skills transfer.

The training program was successfully field tested in Romania, then at the beginning of the year 1997 in a different design in Slovakia. Based on the success of the field test in Slovakia, USAID Slovaki decided to continue on the implementation of this training program in Slovakia.

For the implementation of the 1<sup>st</sup> workshop of the 2<sup>nd</sup> series of TQMn training program the following organizations have cooperated: Local Self-Government Assistance Center (LSGAC) and the Association for Management Training and Development in the Slovak Republic (AMTD SR). To the preparation of the 2<sup>nd</sup> series the Association of Public Services companies of the Slovak Republic was incorporated, too.

## **II. THE WORKSHOP PROCESS**

## **II.1. Workshop preparation**

One and half day before the official workshop opening, on September 27 and 28, 1997, the LSGAC Project Manager and Administrative Assistant and the six Slovak trainers from AMTD SR have prepared the workshop process details.

Eva Kardos - Project Manager from LSGAC presented the previous planning activities:

- based on the decision to involve junior trainers trained during the Elected Leadership Training of Trainers program, three new trainers joined the team of the three lead trainers who participated during the 1<sup>st</sup> series of TQMn training program,
- LSGAC sent invitation to 38 cities with over 5,000 inhabitants from which 12 cities expressed their interest for participating to the workshop;
- 6 cities were selected to participate in the 2<sup>nd</sup> series of TQMn training program;
- 1 out of 6 selected cities announced in the last moment that its team will not be able to participate because of health problems of team members;

Conclusion: 5 teams representing 5 cities were expected to participate:

Sturovo (team of 5), Rožnava (team of 4), Poprad (team of 4), Detva (team of 5), Moldava (team of 5), 23 persons in total.

After the presentation the following main topics were discussed:

### **A, Organizational issues**

The LSGAC Project Manager explained how the LSGAC Administrative Assistant will provide technical support and assistance during the workshop: collecting and processing the trainees learning materials, editing on the computer, providing copies of written materials and handouts.

The next step of the planning meeting included the training rooms and plenary session room distribution and design of learning environment. The trainers and organizers visited the training rooms, they chose the appropriate rooms for small team works and plenary session, named the rooms and allocated a room to each city team, attached a color to each group and room and prepared an orientation board for the participants.

The participants of this planning meeting agreed to have every night meeting with the LSGAC Project Manager, in order to coordinate their work, plan the next training day and give/receive feedback.

### **B, Management issues**

- each trainer was in charge of one day workshop conducting and coordination with the assistance of an associate trainer,
- each trainer chose a city team to work with during the workshop and in the following phases during the City Interventions,
- while the number of cities was 5 and 6 trainers participated, the trainers decided that they'll change their teams based on the plans regarding which trainers couple will visit which cities during the City Intervention phase.

### **C, Daily general time schedule**

The trainers and the Project Manager (further just team of trainers) agreed on the following

general frame for the working sessions (including breaks):

8:30 - 12:30 Morning Session,

14:00 - 17:30 Afternoon Session

19:00 - 21:30 Optional Evening Sessions

The small breaks during the morning and afternoon sessions were specified in the daily training program delivered also to the participants.

#### **D, Opening Session (September 28, 1997)**

For the Opening Session the following decisions were made and also conducted:

- after the arrival of the participants and official dinner, the Opening Session lasted from 19:00 to 21:00.
- Objectives:
  - to present the overall USAID program for Local Government Development in Slovakia and its future steps up to June 1999, to introduce LSGAC, its projects and the TQMn project in detail and the participating project party - AMTD SR (LSGAC Project Manager),
  - ice-break, create a collaborative atmosphere, give an opportunity to each participant to introduce him/herself, create the feeling of belonging to the whole group,
  - training techniques used.

#### **II.2. Workshop process**

The workshop process followed in general the TQMn manuals indications. The trainers used their experience gained during the first series of TQMn workshops to make the interactive learning process more accessible and interesting, involving the participants in their presentations.

During the introductory session, which was the continuum of the Sunday official opening of the Project, each participant, trainer and management staff introduced him/herself by name, organization he/she represents and his/her position in that organization.

From 23 participants 6 were women, 17 men. From the total of 23, 14 represented the local governments and 9 the public works providers (private or state owned companies). From 14 local government representatives, 5 persons were top managers (2 mayors, 1 vice mayor, 2 city managers), 7 heads of departments, 1 on-line member of the City Hall responsible for green field cleaning and maintenance. From 9 persons representing the public work providers, 5 were directors, 1 deputy director and 3 heads of green field O&M. (For participants list see Attachment 1).

A general presentation was made regarding the organizational issues of the whole workshop and the objectives and program of the workshop. The overall objective of the workshop was stated as follows: to develop participants' practical skills in using TQMn procedures, to prepare an action plan in order to solve their real problem in O&M of green fields and to re-design their organizational structure in order to improve the public works operation and maintenance in their municipalities. (For detailed objectives and program of

each training day see Attachment #2.)

The workshop followed the steps and the procedures proposed by the manual. The six phases of Total Quality Maintenance process included:

Phase 1: Fact finding

Phase 2: Problem identification and selection

Phase 3: Setting up the goals and objectives for the problem solving

Phase 4: Strategic planning and resource mobilization

Phase 5: Organization and strategy implementation

Phase 6: Evaluation and monitoring process.

The workshop focused on green field cleaning and maintenance. Each team representing a city came to the workshop with specific information on this specific public work. The data had been collected by using the Pre - Workshop Assignment. Each team identified different operation and maintenance problems. They selected one problem that seemed to be the most important, and the team members had enough responsibilities in order to make decisions to solve this problem. The problems regarding the lack of financial resources were eliminated at the very beginning, since the city representatives identified, that they are not able to solve this problem. After defining the problem the teams analyzed its causes, passing them through a prioritization process. Each team established its goals and objectives in order to solve the problem, they elaborated alternative strategies for achieving the goals and the objectives, selected the most appropriate strategy and elaborated an action plan to implement it. Each team presented the organizational structures the team member were representing with proposal for their potential improvement in order to implement the action plan and what available resources could be used. A monitoring system was proposed by each team in order to control the action plan implementation and the problem solving. During the whole workshop the teams were working in small teams in parallel of big plenary sessions, where they were presenting the results of their team work. During the plenary session presentations the representatives of different cities and organizations had a chance to discuss the issues they face at their workplace regarding public services.

The Total Quality Management concepts (meaning not only standards implementation but also customer options and their reaction research) related to the Total Quality Maintenance process for the public works operation and maintenance functions enriched the overall workshop content.

### **II.3. Workshop evaluation**

After the official closing session of the 1<sup>st</sup> workshop of the 2<sup>nd</sup> series of TQMn training program implementation in Slovakia, the Project Manager and the trainers held a short meeting. The objective of the meeting was to evaluate the whole workshop based on the project manager and the trainers observations and the first feedbacks from the participants.

An overall satisfaction was felt in the meeting room. The lead trainers and the Project Manager, who were participating in the 1<sup>st</sup> series of TQMn training program in the Spring of 1997, stressed once again the high improvement in the program in comparison to the testing phase. The whole process was much more smooth, professional and relevant to the



participants' desire. The team members learned how to work in team and started to appreciate this cooperative approach to work. Each team decided to buy flipcharts to the City Hall and make presentations during the Council meetings by visualization. They did also agreed to use the techniques learned during the workshop in their working environment, especially during their every day meetings.

Each team admitted to deliver the processed flipcharts to the project manager for documentation, since they considered those materials as the results of they hard cooperative work and the beginning of a learning process on which they want to continue. Maria, trainer with psychological educational background, was asked by one team to talk to the employees of the PS company and persuade them about the advantages of team work during the 2<sup>nd</sup> workshop. Members of 4 teams expressed their interest to participate in other interactive training programs offered by LSGAC, regarding the managerial skills of an elected official or civil servant.

Two cities, Sturovo and Poprad agreed on exchange of their relaxation facilities for the employees of the City Hall during their vacation time. Other cities agreed on follow-up cooperation also in different issues, what the municipalities have to face.

As one trainer cited the words of one participant: "You already infected us, now its our responsibility to infect our colleagues back in our workplace."

### **III. CONCLUSION**

Observing the TQMn training and implementation process, based on previous experiences and the Evaluation form results obtained from the workshop participants (see Attachment 3), the LSGAC Project Manager's conclusions are as follows:

#### **Workshop strengths:**

- The workshop has been seriously and thoroughly planned, concerning its content, process, training materials and logistics;
- The elaboration of a Slovak Case Study describing the whole training process of the Trnava team during the TQMn testing phase was very helpful both for participants and trainers;
- The trainers proved to be even more realistic in their design as during the testing phase, the daily schedule has been strictly followed, without delays or unpredictable events, but always focused on participants' wants;
- The trainers proved to be very professional, using their experiences, interactive methods during their presentation, in order to involve participants and to focus their attention; using energizers whenever the atmosphere needed to be warmed-up, using daily measurements of participants satisfaction, establishing a psychological contract between trainers and participants, respected by both sides during the workshop.

- Participants appreciated the changes in trainers during small team works, since they had an opportunity to observe different training styles and for the trainers it was useful too, since they had an opportunity to see the variety of teams they will have to work with during the City Interventions.
- The team works and plenary sessions, as well as the evening activity, provided great opportunities for participants not only to share ideas and experience, but to become friends and partners for future projects.
- The debriefing sessions at each day end and the recapitulation at each day beginning made the learning process of participants more effective.
- The feedback sessions of the Project Manager and the trainers were very effective and relevant in order to monitor the whole training process.
- Participants appreciated the idea of working on their real problems, discovered the benefits of working in teams and of learning how to become more efficient.

#### **Things for potential improvement**

- The lack of relevant expertise in public administration issues proved to be sometimes a handicap for some trainers when working in groups and when asked by participants to be not only facilitators but also consultants/experts.

## **IV. RECOMMENDATIONS**

Based on the above mentioned conclusions and mainly based on the results of the evaluation forms received from the workshop participants, the LSGAC Project Manager have the following recommendations for the future TQMn Training Program implementation and development:

- Improve trainers' knowledge in public administration and public works management concepts.
- Put more emphasis on the problem identification process (including the problem statement), which is the key phase of the workshop.
- Assure the participation on the workshop of persons having decision power in each team, in order to facilitate the action plan implementation and the City Intervention stage.
- Select six cities with the same number of citizens in order to have a common tool for describing the problems of the cities also in financial aspects.
- Do not select city close to the workshop venue (if possible), in order to overcome the participants' every day traveling.
- Make an agreement with the mayors of selected cities, that in a case of not announcing their absence in the workshop 10 days before its official opening, the organizer will charge 100% of total costs associated with that particular city.

## **V. FOLLOW -UP ASSISTANCE**

All the teams agreed to have City Interventions in their organizations, as a follow-up step of the TQMn workshop.

It was decided, that a two day planning meeting will be held between October 24 and 25, 1997 in order to plan the City Interventions. The participants agreed that the training will focus on two issues:

### **1. Reporting on the action plan implementation stage**

The participants will report on the following issues:

- detailed action plan
- changes in the action plan (why and who made them?)
- stage of implementation
- obstacles encountered during the implementation process
- stakeholders and procedures that helped to the implementation process

### **2. Planning the training intervention**

The following issues will be clarified:

- goal and objectives of the intervention
- participants expectation concerning the intervention

The City Intervention consists an in-house facilitated training at the presence of TQMn training local participants and other local stakeholders in order to implement successfully the action plan and strategy for improving the green field cleaning and maintenance performance.

The deadline for City Interventions was agreed to be November 30, 1997, the exact schedule of each intervention will be decided on the two day planning meeting. The trainers team were established as follows:

ROZNAVA, MOLDAVA - Trainers: Maria Dobesova, Gabriel Mihalyi

STUROVO, DETVA - Trainers: Stefania Hrivnakova, Jozef Rebetak

POPRAD - Trainers: Maria Dobesova, Dusan Gallo

LSGAC, Project Manager will participate at least at three City Interventions in order to monitor the whole process of the 2<sup>nd</sup> series of TQMn training program implementation in Slovakia, but the exact schedule will be decided in the two day planning meeting. She will provide her observations in a written report format.

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EVA KARDOS

Project Manager, LSGAC

October 16, 1997, Bratislava, Slovakia

## **ATTACHMENT 1.**

### **LIST OF WORKSHOP PARTICIPANTS**

#### **Project Management - LSGAC**

1. Eva Kardos, Project Manager
2. Zuzana Svorcova, Administrative Assistant

#### **Trainers - AMTD SR**

1. Stefania Hrivnakova
2. Maria Dobesova
3. Jozef Rebetak
4. Branislav Kalina
5. Dusan Gallo
6. Gabriel Mihalyi

#### **Workshop participants**

##### **City: DETVA**

1. Jan Klimo, City Manager
2. Jozef Chamula, Head of Financial Dep. of the City Hall

3. Marta Hajtmanska, Head of Environmental Dep. of the City Hall
4. Marian Rosiar, Director of PS company
5. Marian Stancik, Line Manager of PS company

**City: MOLDAVA**

1. Stefan Zacharias, Mayor
2. Eva Paulinska, City Manager
3. Edita Koverova, Employee of Financial Dep. of the City Hall
4. Valeria Vincova, Director of PS company
5. Erno Szanyi, Line Manager of PS company

**City: ROZNAVA**

1. Kaerol Katrenics, Deputy Mayor, Deputy PS Director
2. Patrik Kreps, Employee of the Env.'l Dep. of the City Hall
3. Karol Klarik, Director of PS company
4. Anna Drahosova, Line Manager of PS company

**City: STUROVO**

1. Jan Oravec, Mayor
2. Gabriel Matuska, Head of Financial Dep. of the City Hall
3. Ludovit Molnar, Head of City Development Dep.
4. Juraj Bajtai, Director of PS company
5. Zoltan Molnar, Operations Manager

**City: POPRAD**

1. Jan Hasko, Head of Entrepreneurial Dep. of the City Hall
2. Jana Homova, Head of Environ.'l dep. of the City Hall
3. Emil Kostelnicak, Head of City Development Dep.
4. Tomas Javorsky, Director of TS company

**ATTACHMENT 2.**  
**WORKSHOP AGENDA AND PROGRAM**

**PROGRAM OF THE 2<sup>ND</sup> SERIES OF IOM TRAINING IN SLOVAKIA**

September 28 - October 4, 1997

High Tatras, hotel Panorama

**DAY 1 (September 29):**

**FACT FINDING AND ANALYSIS**

**GOALS:**

- to analyze the current stage of the city's information system for managing O&M for the selected public service
- to propose possible improvements of the information system
- to define the obstacles and advantages of the O&M management of the selected public service in the city

**PROGRAM:**

**7:30 - 8:15**    Breakfast  
**8:30 - 9:45**    Plenary Session

- Introduction of the participants
- Organizational issues
- Goals and program of the whole workshop
- 9:45 - 10:00** Coffee Break
- 10:00 - 10:50 Plenary Session**
  - Participants' expectations
  - Contract
- 10:50 - 11:00** Reconnaissance and fact finding (Introduction to the 1<sup>st</sup> phase of decision making process)
- 11:00 - 11:30 Small team work**
  - Analysis and improvement of the current IS for O&M in the city
- 11:30 - 12:30 Plenary Session Presentation**
- 12:30 - 14:00 Lunch**
- 14:00 - 15:00 Small team work**
  - Reconnaissance of the basic facts
- 15:00 - 15:20** Coffee Break
- 15:20 - 17:00 Plenary Session Presentation and Discussion**
- 17:00 - 17:30** Debriefing in small groups
- 18:00 - 18:30** Dinner

## **DAY 2 (September 30):**

### **PROBLEM IDENTIFICATION AND ANALYSIS**

#### **GOALS:**

- to identify the real problem of O&M management of the selected public service
- to prioritize the identified problems based on their importance
- to analyze the possible causes of important problems and select the hardest one

#### **PROGRAM:**

- 7:30 - 8:15** Breakfast
- 8:30 - 9:15 Plenary Session**
  - Debriefing of the previous day
  - Program of the 2<sup>nd</sup> day
- 9:15 - 9:45 Plenary Session**
  - Team problem solving process
  - Methods for problem identification and analysis
  - Visualization/drawing the problem
- 9:45 - 10:00** Coffee Break
- 10:00 - 11:15 Small team work**
  - Identification of the real problem of O&M management of the selected public service

**11:15 - 12:10 Plenary Session Presentation and Discussion**  
**12:10 - 12:30** Debriefing  
**12:30 - 14:00** Lunch  
**14:00 - 14:30 Plenary Session**  
 Analysis of causes of the real problem  
**14:30 - 15:30 Small team work**  
 Cause analysis  
**15:30 - 15:45** Break  
**15:45 - 17:00 Plenary Session presentation and Discussion**  
**17:00 - 17:30** Debriefing in teams  
**18:00 - 18:30** Dinner

### **DAY 3 (October 1):**

#### **PURPOSE AND COMMITMENT**

#### **GOALS:**

- to define the aim what we want to achieve in order to make the O&M management more qualitative
- to formulate at least three goals necessary to achieve the aim
- to analyze and characterize the stakeholders

#### **PROGRAM:**

**7:30 - 8:15** Breakfast  
**8:30 - 9:15 Plenary Session**  
 Debriefing of the previous day  
 Goals and program of the 3<sup>rd</sup> day  
 Purpose - aim and goals  
 Goals definition- SMART  
 Commitment - stakeholders  
**9:15 - 9:45 Small team work**  
 Formulation of the aim  
**9:45 - 10:00** Coffee Break  
**10:00 - 11:00 Small team work**  
 Formulation of the goals  
**11:00 - 12:00 Plenary Session Presentation and Discussion**  
**12:00 - 12:30** Debriefing in teams  
**12:30 - 14:00** Lunch  
**14:00 - 14:30 Small team work**  
 Providing services  
**14:30 - 15:00** Stakeholders analysis  
**15:00 - 15:15** Break  
**15:15 - 16:00 Small team work**



5 most important stakeholders

**16:00 - 17:00 Plenary Session presentation**

**17:00 - 17:30** Debriefing in teams

**18:00 - 18:30** Dinner

#### **DAY 4 (October 2):**

#### **STRATEGY PLANNING AND MOBILIZATION OF RESOURCES**

##### **GOALS:**

- to identify strategies for achieving the goals of O&M and select the best strategy
- to prepare an action plan including objectives for achieving the goal
- to analyze the availability and sufficient amount of resources required for implementation of the action plan

##### **PROGRAM:**

**7:30 - 8:15** Breakfast

**8:30 - 9:30 Plenary Session**

Debriefing of the previous third day  
Program and objectives of the 4<sup>th</sup> day  
Planning  
Strategy  
Criteria  
Action planning of the tasks  
Resource mobilization

**9:30 - 9:45** Coffee break

**9:45 - 12:30 Work in small teams**

Strategy planning

- defining alternative strategies
- selection of the best strategy

Action plan preparation in teams

- defining specific objectives for the goals

**12:30-14:00** Lunch

**14:00-15:30** Action plan preparation in teams

- establishing criteria
- responsibility and resource distribution
- availability of resources

**15:30-15:45** Coffee Break

**15:45-17:30 Plenary Session Presentation and Discussion**  
**17:00-17:30** Debriefing in teams  
**18:00-19:00** Dinner  
**19:00-21:30** Discussion club

### **DAY 5 (October 3):**

#### **ORGANIZATION AND IMPLEMENTATION**

#### **GOALS:**

- to analyze the current organizational structure and identify possible reasons for its change
- to identify forces which support and which restrain in achieving the identified goals of the organization
- to define the possible changes in organizational habits, processes and rules

#### **PROGRAM:**

**7:30 - 8:15** Breakfast  
**8:30 - 9:00 Plenary Session**  
Debriefing of the previous day  
Goals and program of the day 5  
**9:00 - 10:00 Plenary Session**  
■ Organization and to organize  
**10:00-10:15** Coffee Break  
**10:15 - 11:15 Small team work**  
■ Organizational structure  
**11:15 - 12:30 Presentation of teams works in plenary session**  
**12:30 - 14:00 Lunch**  
**14:00 - 14:30 Plenary Session**  
Organizational culture - organizational habits, processes and rules  
**14:30 - 15:00 Small team work**  
Organizational culture  
**15:00 - 15:15** Coffee Break  
**15:15 - 16:00 Small team work**  
Force field analysis  
**16:00 - 17:00 Presentation of the teams works in plenary session**  
**17:00 - 17:30 Debriefing in teams**  
**18:00 - 18:30 Dinner**

## **DAY 6 (October 4):**

### **EVALUATION**

#### **GOALS:**

- to establish the project evaluation and monitoring system
- analyze the issues of the fulfillment of the objectives
- elaborate individual action plans for each team member

#### **PROGRAM:**

- |                     |  |
|---------------------|--|
| <b>7:30 - 8:15</b>  | Breakfast  |
| <b>8:30 - 9:00</b>  | <b>Plenary Session</b> <ul style="list-style-type: none"><li>■ week reflection</li><li>■ goals and program of the day</li></ul>                  |
| <b>9:00 - 9:20</b>  | Lecture in the plenary - project evaluation and criteria for evaluation  |
| <b>9:20 - 9:40</b>  | <b>Small team work</b><br>Establishing criteria for project evaluation   |
| <b>9:40 - 10:10</b> | <b>Plenary Session presentation</b>  |
| <b>10:10-10:30</b>  | <b>Closing Session</b> <ul style="list-style-type: none"><li>■ Workshop evaluation</li><li>■ Assignment for the 2 day planning meeting</li></ul> |
| <b>11:00</b>        | Lunch  |

### ATTACHMENT 3.

#### WORKSHOP EVALUATION RESULTS

#### TOTAL QUALITY MAINTENANCE PROJECT IMPLEMENTATION 2<sup>nd</sup> ROUND

**1<sup>ST</sup> WORKSHOP - September 28 - October 4, 1997, High Tatras,  
Slovakia**

#### *Evaluation form for organizational issues of the Workshop*

Evaluation Scale:

**Very  
Good**

**Bad**

1

2

3

4

5

#### Average Scores 22 participants

- |   |                |
|---|----------------|
| <b>1.</b> Information about the workshop  | <b>1.9</b>     |
| <b>2.</b> The process of registration & introduction  | <b>1.3</b>     |
| <b>3.</b> Technical equipment in the workshop rooms   | <b>1.7</b>     |
| <b>4.</b> Accommodation   | <b>1.45</b>    |
| <b>1.</b> Meal  | <b>1.45</b>    |
| <b>2.</b> Time-schedule for the Workshop days   | <b>2</b>       |
| <b>3.</b> Overall satisfaction with the organization<br>of the workshop                           | <b>1.2</b>     |
| <b>8.</b> Would you appreciate a form of certificate about your participation in TQMn<br>project? |                |
|   | <b>YES: 16</b> |
|   | <b>NO: 6</b>   |
| <b>9.</b> Other, additional comments:   |                |

- 5.5 days is very time consuming,

- have one day for relax and trips to the surrounding mountains
- create a software to support the techniques of the team-problem solving trained during the TQMn workshop

## Workshop Objectives (results of 22 questionnaires)

### Results

1. To what extend did the workshop meet the following learning objectives:

1.1. Increased participant knowledge and understanding about the management of operation and maintenance functions at he local government level:

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT

5.4

1.2. Increased participant skills in the team decision making and problem solving based on their O & M responsibilities

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT

5.7

1.3. Provided an opportunity for participants, working in teams, to carry out a detailed examination of one specific O & M function from the experience of their respective local authorities .

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT

6.1

1.4. Assisted participant teams to prepare back-home action plans that will help them improve the management of O & M in their respective organizations.

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT

5.7

### Workshop Content

2. How relevant was the workshop to your job responsibilities ?

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT

5.4

3. To what extend was the content of the workshop relevant to the needs and practices of your organization ?

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT    5.8

4. How helpful will this learning experience be in assisting you and members of your team to improve your organization's operation and maintenance programs ?

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT    5.6

5. How useful were TQMn model and diagnostic materials in helping your **Results** understand better how to address O & M responsibilities in your local government ?

NOT AT ALL    1 2 3 4 5 6 7    TO A GREAT EXTENT    5.5

### Workshop Design and Content

6. How effective were the following training/learning techniques used during the workshop ?

6.1. Pre-workshop assignment .

NOT AT ALL    1 2 3 4 5 6 7    VERY    5.3

EFFECTIVE    EFFECTIVE

6.2. Group discussions.

NOT AT ALL    1 2 3 4 5 6 7    VERY

6.4

EFFECTIVE    EFFECTIVE

6.3. Training staff inputs.

NOT AT ALL    1 2 3 4 5 6 7    VERY    6.5

EFFECTIVE    EFFECTIVE

- 6.4. The presentation and discussion of your O & M situation and how you and your team plan to improve it.

NOT AT ALL      1 2 3 4 5 6 7      VERY      5.7

EFFECTIVE      EFFECTIVE

7. If you could make one change in the design and conduct of the workshop, what would it be? (Enter your answer in the box below. Be as specific as possible.)

- SHOTREN THE LENGTH OF THE WORKSHOP TO 5 OR 3 DAYS
- FIND AT LEAST ON AFTERNOON FOR RELAX
- DEVIDE THE WORKSHOP TO TWO PHASES
- SAVE TIME BETWEEN TEAM WORKS AND PLENARY SESSIONS
- STRENGTHEN THE LENDTH OF WORKSHOP BY ONE WEEK, IT WOULD GIVE MORE TIME FOR TEAM WORK AND PLENARY SESSION DISCUSSIONS
- DO NOT INCLUDE TO THE PROGRAM THE WEEKEND DAYS
- SELECT CITIES WITH THE SAME NUMBER OF CITYYENS AND ASSURE THE PRESENCE OF MAYORS

## Workshop Materials

### Results

9. How useful were the following training materials in achieving the course objectives?

- 9.1. *Participant s Pre-workshop Assignment.*

NOT AT ALL USEFUL      1 2 3 4 5 6 7      VERY USEFUL      5.8

- 9.2. *Reader on Concepts and Strategies with Case Study.*

NOT AT ALL USEFUL      1 2 3 4 5 6 7      VERY USEFUL      6.0

- 9.3. *Blueprint for Action Workbook* (used during the workshop)

NOT AT ALL USEFUL      1 2 3 4 5 6 7      VERY USEFUL      6.1

10. What could be done to make the training materials more useful? (Enter your answer in the box below. Be as specific as possible.)

- MAKE THEM SHORTER
- PERFECT MATERIALS, NO CHANGES REQUIRED
- MORE EXAMPLES
- GIVE TWO NOTEBOOKS TO THE PARTICIPANTS, ONE FOR USE DURING THE WORKSHOP, SECOND FOR ACTIVE USE IN THE WORKPLACE AFTER THE WORKSHOP
- “I do really appreciate the way the training was managed: individual work of the team, facilitated by professional trainers, great interest to help by expert inputs, but by friendly way, try to find solution to our problems in green-field O&M, sincerity and helpfulness; and total attention to participants in every aspects, training materials, and the perfect organization of the workshop. Thank you very much.”